

**LANCASHIRE COMBINED FIRE AUTHORITY  
PERFORMANCE COMMITTEE**

Meeting to be held on 13<sup>th</sup> September 2018

**PERFORMANCE MANAGEMENT INFORMATION FOR 1ST QUARTER 2018/19  
(Appendix 1 refers)**

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**Executive Summary**

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Integrated Risk Management Plan 2017-2022

**Recommendation**

The Performance Committee is asked to endorse the Quarter 1 Measuring Progress report and note the contents of the 5 negative KPI Exception Reports.

**Information**

As set out in the report.

**Business Risk**

High

**Environmental Impact**

High

**Equality & Diversity Implications**

High – the report appraises the Committee of the Authority's progress.

**HR Implications**

Medium

**Financial Implications**

Medium

**Local Government (Access to Information) Act 1985**  
**List of Background Papers**

|   |      |                               |
|---|------|-------------------------------|
| Paper<br>Performance Management<br>Information      | Date | Contact<br>David Russel (ACO) |
| Reason for inclusion in Part 2, if appropriate: N/A |      |                               |

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# Measuring Progress

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2018-19 Quarter 1

Combined Fire Authority  
13<sup>th</sup> September 2018

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Lancashire Fire and Rescue Service

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## Introduction

The following pages set out Lancashire Fire and Rescue Service's Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

This is followed, where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance. The remainder of the document illustrates our performance across all other KPI's.

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**Performance Framework**

The below graphic illustrates the Services four priorities and how their respective KPI's fit within the overall performance framework.



**Explanation of Performance Measures**

KPI's are monitored either by using an XmR chart (explained on the following page), comparing current performance against that achieved in the previous cumulative years activity, or against a pre-determined standard, for example, the response standard KPI's are measured against a range of set times.

The response standards are measured against a set range of times dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met. A two percent tolerance has been added to create a buffer so that a positive/negative exception report is not produced each quarter where only slight variations from the standard occur.

It is worth noting that there can be positive as well as negative exception reports. Positive exceptions are where performance levels meet set rules, as detailed on the following page.

The above graphic illustrates the current KPI 2018/19 reporting year. During 2017/18 two performance measures relating to 'call handling' were incorporated into the 3 response indicators of 2.1.1, 2.1.2 and 2.2.1. This is to best represent the time taken from receiving a call to the fire engine arriving at scene.

KPI 2.4.1 is for information only and shows the availability of RDS crewed fire engines without wholtime crew imports to supplement when RDS staff are unavailable.

**Explanation of Performance Measures**

**XmR chart explanation** (Value [X] over a moving [m] range [R])

**An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.**

Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are set using a standard deviation calculation based upon the previous three years activity.

An exception report is generated if the XmR rules are breached. Note that a 'positive' exception could also be generated.

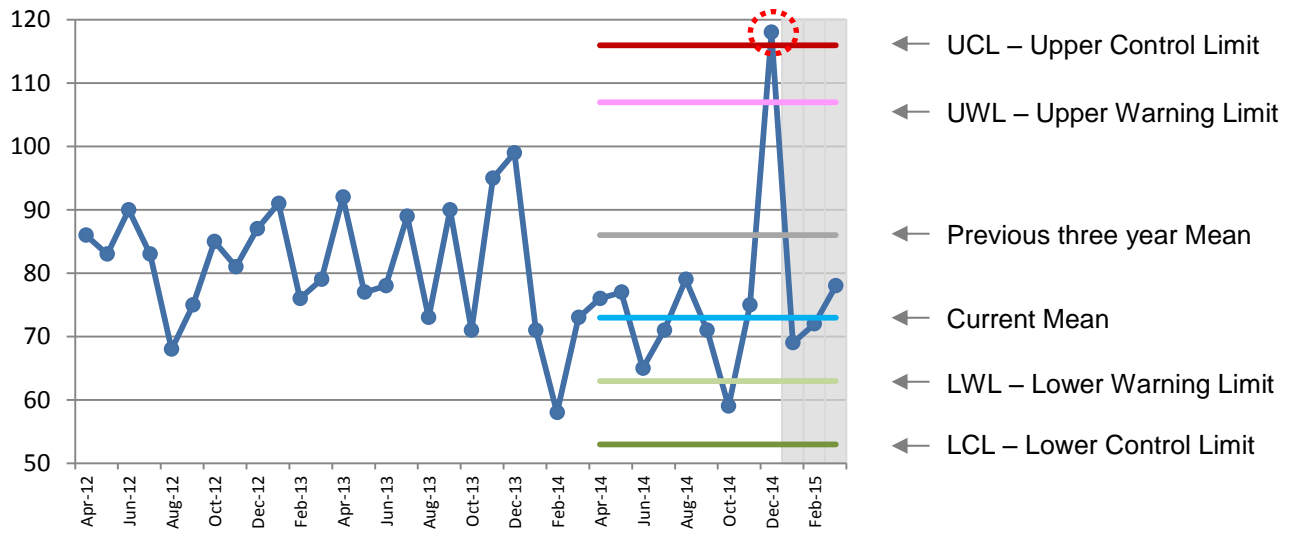
The following rules are applicable to the XmR charts and define when an exception has occurred:

1. A single point beyond the control limit
2. Two out of three consecutive points near the control limits
3. A trend of six consecutive points either up or down
4. A shift of eight or more consecutive points above or below the mean line

XMR chart key definitions:

|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
|  |  |  |  |  |  |  |
| Incidents   | UCL   | UWL   | Current Mean  | Mean  | LWL   | LCL   |

**Example XmR chart:** In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2014 (⊙) is above the Upper Control Limit (UCL).





## KPI Exception Overview

The KPI Exception Overview highlights those KPI's that are classified as being in exception. Each KPI is shown with an indicator to illustrate whether performance is: Improving (↑), indicating a positive exception or, Declining (↓), which would produce a negative exception. This is followed by any relevant exception reports, which detail the reasons for the exception, analysis of the issue, and actions being taken to improve performance.

For the period April 2018 – June 2018 five KPI's are classified as being in negative exception.

| KPI                                  | Description   | Progress  | Exception<br>Positive / Negative | Page (s) |
|--------------------------------------|---|---|----------------------------------|----------|
| <b>1 - Preventing and Protecting</b> |   |   |                                  |          |
| 1.2                                  | Overall Activity  | ↓   | -                                | 9        |
| 1.6                                  | Deliberate Fires (ASB)  | ↓   | -                                | 11       |
| <b>2 - Responding to Emergencies</b> |   |   |                                  |          |
| 2.1.1                                | Critical Fire – 1 <sup>st</sup> Fire Engine Attendance                          | ↓   | -                                | 13       |
| 2.4                                  | Fire Engine Availability - Retained Duty System                                 | ↓   | -                                | 16       |
| 2.4.1                                | Fire Engine Availability - Retained Duty System (without wholetime detachments) | Subset of KPI 2.4 and provided for information only |                                  | 19       |
| <b>4 - Engaging with our Staff</b>   |   |   |                                  |          |
| 4.2.1                                | Staff Absence - Excluding Retained Duty System                                  | ↓   | -                                | 20       |

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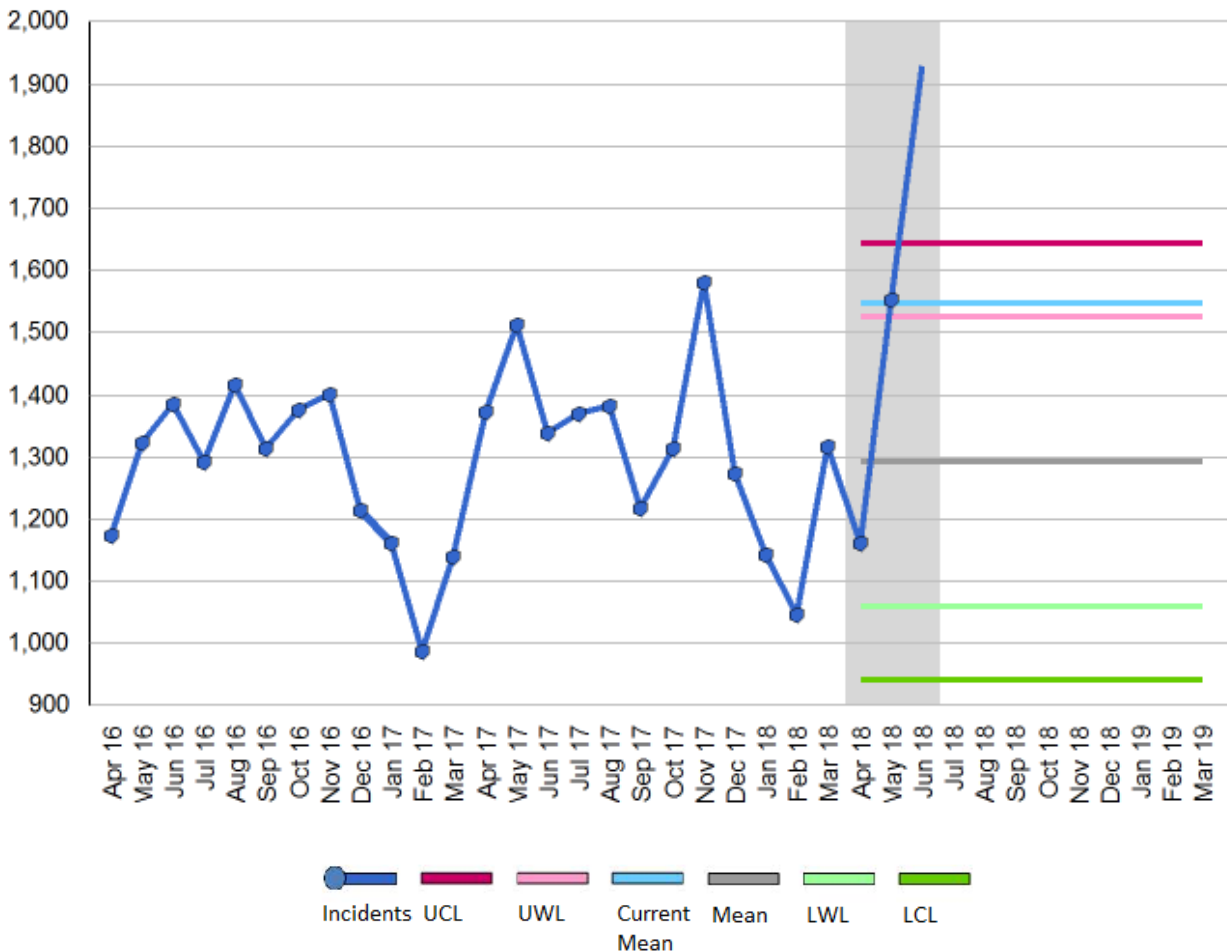
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**1.2 Overall Activity**

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls and false alarms.

Quarter one activity 4637, previous year quarter one activity 4217, an increase of 9.96%.

Included within this KPI is the incident type 'Gaining Entry', where we attended on request of the North West Ambulance Service. During quarter one, we were asked to attend on 343 occasions, of which 173 resulted in LFRS gaining entry to a property.



|                                  |              |                          |                       |                   |
|----------------------------------|--------------|--------------------------|-----------------------|-------------------|
| 1.2 Number of attended incidents | Year to Date | <b>2018/19 Quarter 1</b> | Previous year to Date | 2017/18 Quarter 1 |
|                                  | 4637         | <b>4637</b>              | 4217                  | 4217              |

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

| Current Mean | 3 year Mean | Monthly Mean |         |         |
|--------------|-------------|--------------|---------|---------|
|              |             | 2017/18      | 2016/17 | 2015/16 |
| 1545         | 1289        | 1320         | 1263    | 1286    |

### **What are the reasons for an Exception Report**

This is a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

### **Analysis**

Activity during June was the main cause of this KPI being in exception; recording 1,927 incidents. This is the highest single monthly activity since April 2010 (1,953).

Whilst activity during April was in line with expectations, at 39 incidents per day, activity in May recorded a consistently higher number at 50 per day.

This increase in activity continued in to June which recorded an average of 64 incidents per day, with the period from 25th June recording a notable increase in pump attended incidents. Of which, 3 days peaked above 100 daily incidents.

It's worth noting that the highest daily count was the 27<sup>th</sup> June at 114 pump attended incidents; which was the day prior to the initial call to Winter Hill on the 28<sup>th</sup>.

Although all incident types saw an increase in activity it was secondary fires which accounted for the largest rise, with 592 in June from 381 in May, a 55% increase. The previous June average over the last 5 years was 317 incidents.

Both accidental and deliberate cause increased during the period, but accidental causes recorded the largest increase: Accidental causes normally account for 30% of secondary fires, during June this increased to 46%.

The increase in deliberate fires is covered in KPI 1.6.1

It is probable that the prolonged warm and dry weather period contributed to the increase in secondary incidents: June recorded the lowest June monthly rainfall in the North West region since 1975 and the highest June temperatures since 1940.

These two casual factors will have an effect on the conditions which increase the likelihood of fire; dry, ignitable materials and the probability of people being in the situations which could lead to a fire incident e.g. barbecues, outdoor activities, smoking outside etc.

### **Actions being taken to improve performance?**

Media communication enforcing the 'carelessness causes fires' message, along with the high profile Winter Hill incident, have been used to increase public awareness. Combined with the break in the weather will no doubt lead to reduction in secondary fires.

As the warm and dry weather period continued in to July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.

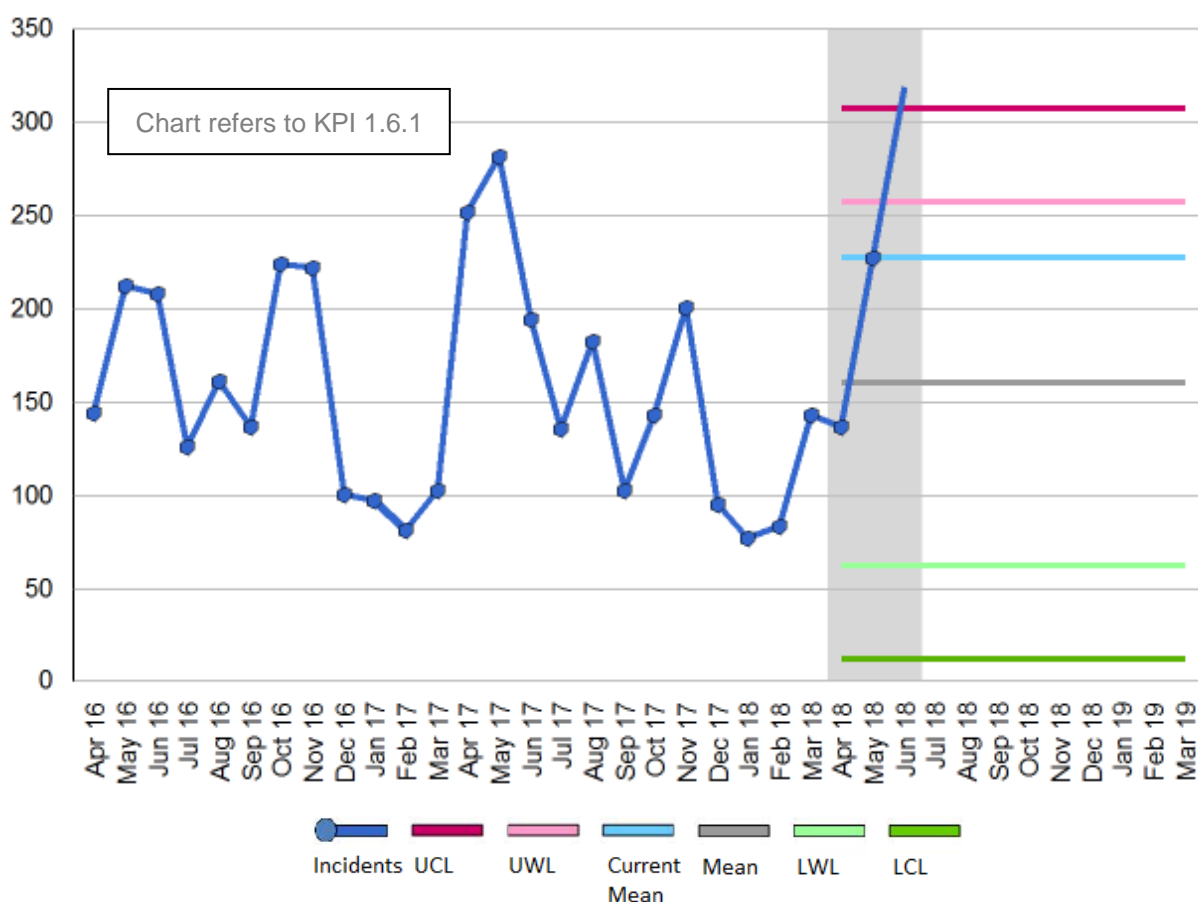
**1.6 Deliberate Fires**

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend. Includes fires in single derelict buildings.

**1.6.1 Deliberate fires (ASB) quarter one activity 682, previous year quarter one activity 726.**

**1.6.2 Deliberate fires (Dwellings) quarter one activity 40, previous year quarter one activity 18.**

**1.6.3 Deliberate fires (Non dwellings) quarter one activity 39, previous year quarter one activity 49.**



| Deliberate Fire Type                   | Year to Date | 2018/19 Quarter 1 | Previous year to Date | 2017/18 Quarter 1 |
|--|--------------|-------------------|-----------------------|-------------------|
| 1.6.1 Deliberate Fires - ASB           | 682          | 682               | 726                   | 726               |
| 1.6.2 Deliberate Fires - Dwellings     | 40           | 40                | 18                    | 18                |
| 1.6.3 Deliberate Fires - Non Dwellings | 39           | 39                | 49                    | 49                |

|   |                     |                    |                     |         |         |
|---|---------------------|--------------------|---------------------|---------|---------|
| The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean. | <b>Current Mean</b> | <b>3 year Mean</b> | <b>Monthly Mean</b> |         |         |
|   | 227                 | 159                | 2017/18             | 2016/17 | 2015/16 |
|   |                     |                    | 156                 | 150     | 171     |

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**What are the reasons for an Exception Report**

This is a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

**Analysis**

High activity levels during June are the main cause of the ASB KPI (1.6.1) being in exception; recording 319 Anti-Social Behaviour (ASB) fire incidents. This is the highest single monthly activity since July 2013 (364).

Overall, activity levels of quarter 1 2018/19 are below that of quarter 1 2017/18, it was only the single high month of June which caused the exception.

As the main driver behind KPI 1.2 being in exception is due to secondary fires the same analysis applies, with the expectation of the below, which is particular to deliberate secondary fires (ASB).

Deliberate secondary fires increased 41% in June over May, with two districts recording large increases: Blackburn with Darwen had an additional 22 incidents (a 73% increase) and West Lancashire increased by 31 (182% increase).

The largest increases by property type have been seen in: Other outdoors (including land) and Grassland, woodland and crops, which saw increases of 45% (123 incidents in May to 179 in June) and 97% (37 to 73) respectively.

KPI 1.6.2 (Deliberate Fires – Dwellings) also recorded large increases, mainly deliberate to others property. There is no distinct pattern to account for the increase, rather there has been a general uplift in the ratio of such incidents.

**Actions being taken to improve performance?**

As these fires are caused by intent it is more difficult to target fire safe messages. However, as the increase appears to coincide with the warm and dry period, a break in the weather could possibly lead to such incidents reducing to normal levels.

As the warm and dry weather period continued throughout July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.

Resources to support broader prevention work for this KPI could potentially be realigned to apply more focus with partners in districts with continued levels of higher activity.

**2.1.1 Emergency Response Standards - Critical Fires - 1<sup>st</sup> Fire Engine Attendance**

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred. The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

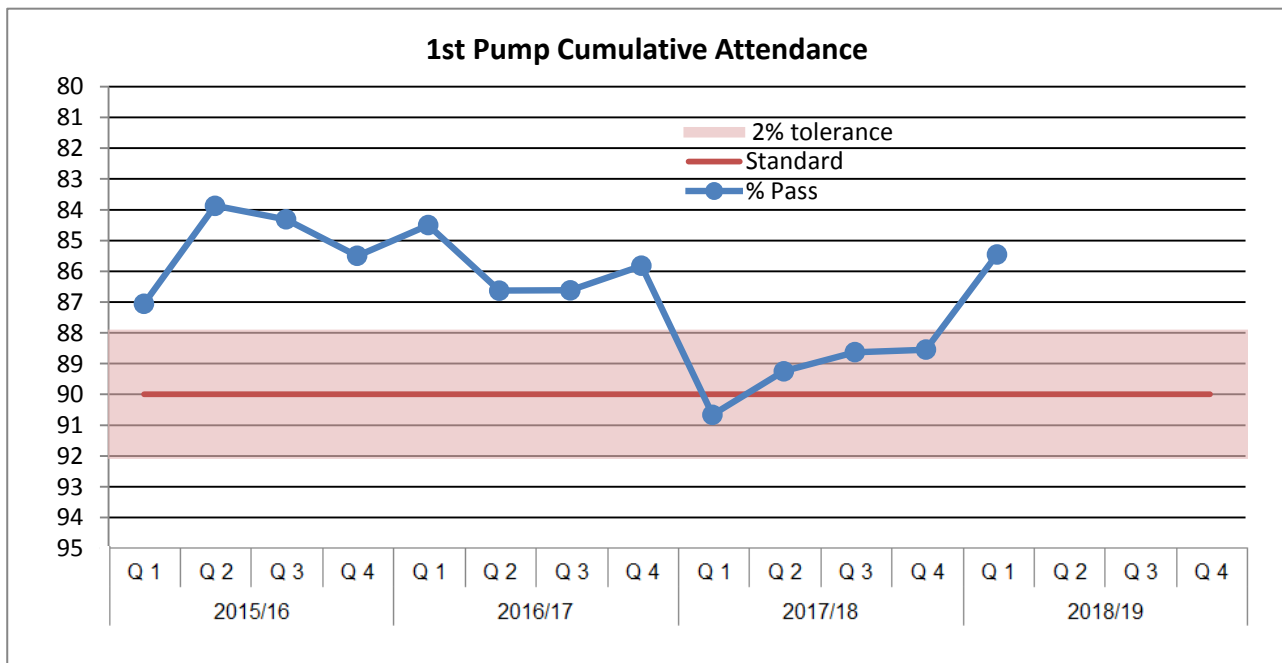
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

We have achieved our standard when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

**Standard: 90% of occasions.**

**Quarter one 1<sup>st</sup> pump response 85.46%, previous year quarter one 90.66%.**

| 1 <sup>st</sup> pump cumulative attendance standard | Year to Date  | 2018/19 Quarter 1 | Previous year to Date | 2017/18 Quarter 1 |
|---|---------------|-------------------|-----------------------|-------------------|
|   | <b>85.46%</b> | 85.46%            | 90.66%                | 90.66%            |



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**What are the reasons for an Exception Report**

This is a negative exception report due to critical fire 1<sup>st</sup> pump response being below the standard. Overall, quarter one pass rate was 85.46%, which is outside of the 90% standard and 2 percent tolerance.

**Analysis**

After a 12 month period of this KPI being within standard the increase in activity, combined with the resource intensive incident of Winter Hill, caused this KPI to dip below standard during the month of June.

The month of May was within standard at 90.44%, however, April recorded 87.85% and June 79.19%, both below the 90% standard and outside of the 2% tolerance. This caused the overall quarter return to be out of standard at 85.46%.

The response achieved to non-residential buildings, particularly private garden sheds, led to a reduction of the pass rate during June.

Even though the Winter Hill incident occurred late in the month on the 28<sup>th</sup>, there were 54 pumps involved in the last 3 days of June, with 50% of the 14 critical fire incidents occurring during this period being out of standard.

If the 7 incidents had been within standard then the pass rate for June would of increased by 4.7%

The Officer in Charge (OIC) is now required to provide a specific narrative from a set list for the failure to respond to an incident within standard. Analysis of quarter 1 narratives implies that the nearest appliance being engaged at another incident, was the main reason for missed attendance times.

Shown below are the actual failures and monthly totals over the previous 12 months, along with the percentage pass rate.

|           | 2017/18 |       |       |       |       |       |       |       |       | 2018/19 |       |       |
|-----------|---------|-------|-------|-------|-------|-------|-------|-------|-------|---------|-------|-------|
|           | Jul     | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr     | May   | Jun   |
| Failed    | 19      | 13    | 13    | 18    | 18    | 14    | 16    | 11    | 15    | 13      | 13    | 31    |
| Incidents | 120     | 128   | 117   | 123   | 135   | 140   | 135   | 106   | 117   | 107     | 136   | 149   |
| % Pass    | 84.2%   | 89.8% | 88.9% | 85.4% | 86.7% | 90.0% | 88.1% | 89.6% | 87.2% | 87.9%   | 90.4% | 79.2% |

Over the quarter one period, 37% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below in seconds.

|                | 2017/18 |     |     |     |     |     |     |     |     | 2018/19 |     |     |
|----------------|---------|-----|-----|-----|-----|-----|-----|-----|-----|---------|-----|-----|
|                | Jul     | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr     | May | Jun |
| Median Seconds | 79      | 79  | 79  | 80  | 79  | 79  | 78  | 77  | 76  | 70      | 70  | 73  |



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#### Actions being taken to improve performance?

As the warm and dry weather period continued throughout July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

Service Delivery Managers (SDM) are also monitoring WT crew reaction times and instigating local improvements where required. The importance of recording pump response failures has also been impressed upon SDM's which, in conjunction with mandatory completion and the use of defined failure reasons, will aid recording accuracy and develop understanding of failure reasons.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

**2.4 Fire Engine Availability - Retained Duty System**

**Performance indicator: 2.4 Fire Engine Availability – Retained Duty System**

*This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS). It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.*

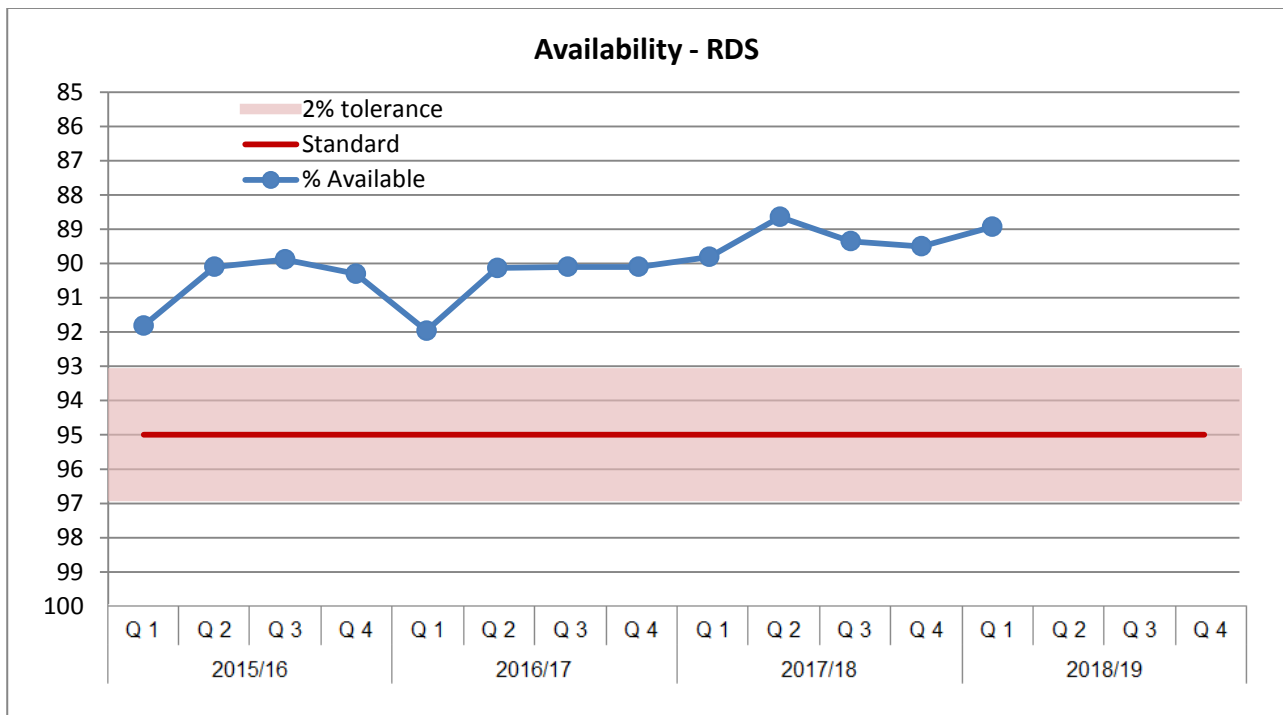
*Fire engines are designated as unavailable (off-the-run) for the following reasons:*

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

**The percentage of time that RDS crewed engines are available for quarter one was 88.93%, previous year quarter one 89.81%, a decrease of 0.88%. The previous quarter (January to March 2018) recorded 89.50%.**

**Standard: Above 95%.**

**A negative exception report has been produced due to percentage availability being below the standard.**



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### **What are the reasons for an Exception Report**

This is a negative exception report due to the cumulative RDS availability to the end of quarter one being below the standard and outside of the two per cent tolerance.

### **Analysis**

Quarter 1 availability decreased by 1.03% over that achieved for quarter 4 of 2017/18. June recorded the highest unavailability hours, accounting for 37.71% of the quarter.

The Winter Hill incident started on 28<sup>th</sup> June at approx. 15:00.

Local level monitoring continues with additional analysis at pump level showing that a small number of stations continue to account for the largest proportion of off the run hours, with one station accounting for 17% of the total for the quarter.

KPI (2.4.1) measures RDS availability without wholetime staff imports, so that a clear picture is available to assist with the monitoring of the situation.

Continuing the analysis reported in quarter 4; the number of RDS personnel who were successful in obtaining a wholetime position has had an impact on available RDS hours. This is due to leaving the RDS service, being able to commit fewer hours due to W/T commitment or being unavailable due to development (W/T recruit course).

With an ageing workforce, the loss of staff due to retirement also has an impact on the ability to fully crew an appliance, and a number of retirements, along with a number of resignations, albeit, some temporarily which has also reduced coverage.

Continuing work by the Retained Duty System Recruitment and Improvement Group (RIG) will be responsible for progressing areas for improvement. This isn't being viewed as a project with start and finish dates but as a number of ongoing pieces of work which will strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

### **Actions being taken to improve performance**

The new recruits, which started in May of 2017, will begin to show an improvement in RDS crew availability when the respective qualifications of BA and BA Team Leader have been completed, and they have gained experience to start acting up to cover the OIC role.

There is a minimum of 6 months before a Firefighter is BA qualified, and a further 6 month period of BA experience before acquiring further BA Team Leader skills. As such, results in availability may only start to be realised during the 2018/19 year.

Similarly, some stations which have suffered from a lack of an available driver will start to show improvements when staff members continue to build driving hours in preparation for their Emergency Fire Appliance Driving course (EFAD).

There are stations where staff on dual contracts makeup half of the RDS crew, with the inevitable impact on RDS availability.

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The Retained Support Officer (RSO) role will assist in some of these areas, particularly around recruitment and firefighter/officer development, and in conjunction with the various Strengthening and Improving work streams, the service should see a positive effect on availability over time.

The forthcoming Wholetime (WT) recruitment campaign is also being used as an opportunity to promote RDS vacancies. RSO's are supporting the 'Have a Go' days and will collate information from potential applicants.

### 2.4.1 Fire Engine Availability - Retained Duty System (without whole-time detachments).

**Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without whole-time detachments).**

**Subset of KPI 2.4 and provided for information only.**

*This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when whole-time detachments are not used to support availability. It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.*

*Fire engines are designated as unavailable (off-the-run) for the following reasons:*

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

**The percentage of time that RDS crewed engines are available for quarter one was 85.14%. This excludes the whole-time detachments shown in KPI 2.4**

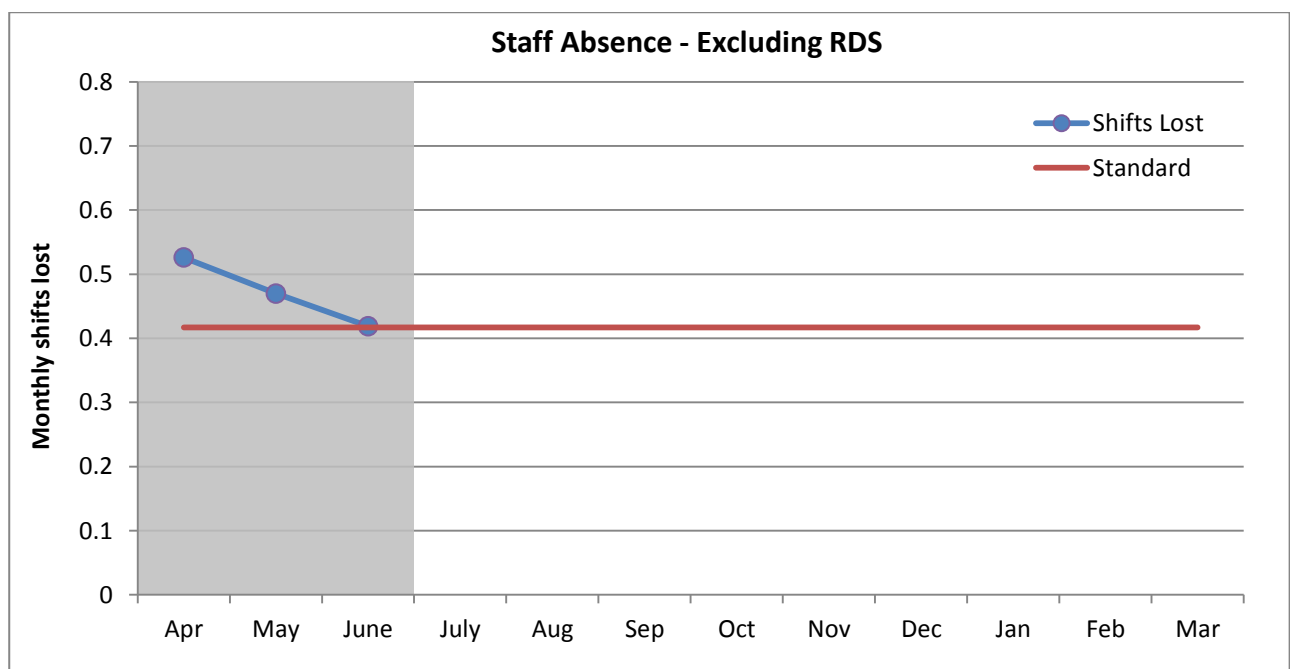
**Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.**

**4.2.1 Staff Absence - Excluding Retained Duty System**

**4.2.1 Staff Absence - Excluding Retained Duty System**

The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.

**Annual Standard: Not more than 5 shifts lost.**  
 (Represented on the chart as annual shifts lost ÷ 12 months)



|  |       |
|--|-------|
| Cumulative total number of monthly shifts lost | 1.415 |
|--|-------|

**What are the reasons for an Exception Report**

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for three months during quarter one.

**Analysis**

During quarter one April 2018 - June 2018, absence statistics shows below target for all three months. Shifts lost showed a monthly decrease from January through to March for uniformed personnel, for non-uniformed personnel there was an increase in February 2018 then a decrease in March 2018. The main reasons continue to be cases of mental health and muscular-skeletal. In this quarter a number of employees on long term absence returned to duty and there were less short term absences.

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At the end of March the cumulative totals show that non-uniformed staff absence was below target at 0.73 shifts lost per employee, for whole-time staff absence was below target at 0.31 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 0.42 shifts lost which is below the Service target of 1.25 shifts lost for this quarter.

**Actions being taken to improve performance**

The Service aims to continue with:

- Early intervention by OHU doctor/nurse/physiotherapist,
- HR supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.
- Absence management presentations/training and question and answer sessions on the ILM course and for newly appointed managers.
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.
- Support from Service Fitness Advisor/PTI's
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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## Key Performance Indicators

This section gives an overview of the performance direction of the KPI's which are not in exception. Each KPI is shown within its priority with an indicator to illustrate whether performance is: Improving (↑), Maintaining (↔) or Declining (↓), followed by a summary of the current position.

| KPI                                   | Description  | Progress | Page (s) |
|---------------------------------------|--|----------|----------|
| <b>1 - Preventing and Protecting</b>  |  |          |          |
| 1.1                                   | Risk Map Score   | ↑        | 24       |
| 1.3                                   | Accidental Dwelling Fires  | ↑        | 25       |
| 1.3.1                                 | ADF - Extent of Damage   | ↑        | 26       |
| 1.3.2                                 | ADF - Number of Incidents Where Occupants have Received a HFSC         | ↑        | 26       |
| 1.4                                   | Accidental Dwelling Fire Casualties                                    | ↓        | 27       |
| 1.5                                   | Accidental Building Fires (Non Dwellings)                              | ↓        | 28       |
| 1.5.1                                 | ABF (Non Dwellings) - Extent of Damage                                 | ↓        | 29       |
| 1.7                                   | Home Fire Safety Checks  | ↓        | 30       |
| 1.8                                   | Road Safety Education Evaluation                                       | ↔        | 31       |
| 1.9.1                                 | Fire Safety Enforcement - Known Risk                                   | ↓        | 32       |
| 1.9.2                                 | Fire Safety Enforcement - Risk Reduction                               | ↓        | 32       |
| <b>2 - Responding to Emergencies</b>  |  |          |          |
| 2.1.2                                 | Critical Fire Response - 2nd Fire Engine Attendance                    | ↑        | 33       |
| 2.2.1                                 | Critical Special Service – 1 <sup>st</sup> Fire Engine Attendance      | ↑        | 34       |
| 2.3                                   | Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus | ↔        | 35       |
| 2.5                                   | Staff Accidents  | ↔        | 36       |
| <b>3 - Delivering Value for Money</b> |  |          |          |
| 3.1                                   | Progress Against Savings Programme                                     | ↓        | 37       |
| 3.2                                   | Overall User Satisfaction  | ↑        | 38       |
| <b>4 - Engaging with our Staff</b>    |  |          |          |
| 4.1                                   | Overall Staff Engagement   | ↑        | 39       |
| 4.2.2                                 | Staff Absence - Retained Duty System                                   | ↑        | 40       |

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### 1.1 Risk Map

This indicator measures the fire risk in each SOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. Specifically, the risk score for each SOA is calculated using the following formula:






$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left[ \frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4 \right] + \text{Building fire count} + \left[ \text{IMD} \times 2 \right] = \text{Risk Score}$$

Once an SOA has been assigned a score, it is then categorised by risk grade.

**Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.**

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value. Current score 32114, previous year score 32398.

| Score Category  | Grade | Score (13-16) | SOA Count (13-16) | Score (14-17) | SOA Count (14-17) | Score (15-18) | SOA Count (15-18) |
|-----------------|-------|---------------|-------------------|---------------|-------------------|---------------|-------------------|
| Less than 36    | L     | 11944         | 519               | 11980         | 521               | 12012         | 524               |
| Between 36 & 55 | M     | 13578         | 314               | 13722         | 321               | 13654         | 321               |
| Between 56 & 75 | H     | 4890          | 76                | 4654          | 74                | 4598          | 74                |
| Greater than 75 | VH    | 2578          | 32                | 2042          | 25                | 1850          | 22                |
| Grand Total     |       | 32990         | 941               | 32398         | 941               | 32114         | 941               |

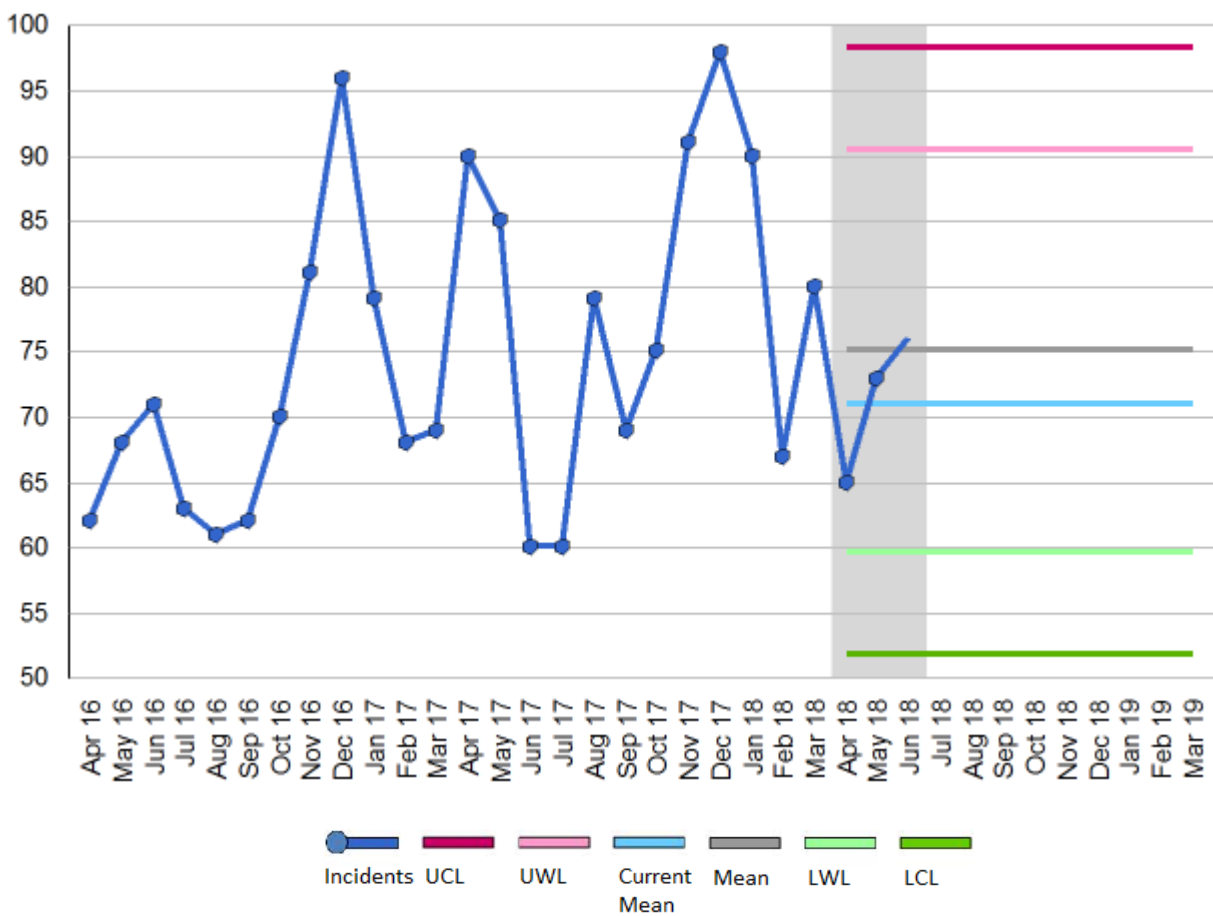
| Risk Grade | Very High   | High   | Medium  | Low   | Overall Risk Score  |
|------------|---|--|---|---|---|
| 2017 count | 25  | 74   | 321   | 521   | 32398   |
| 2018 count | 22  | 74   | 321   | 524   | 32114   |
| Change     |  -12%<br>Overall reduction in Very High risk SOA's |  0%<br>Overall reduction in High risk SOA's |  0%<br>Overall increase in Medium risk SOA's |  1%<br>Overall reduction in Low risk SOA's |  -1%<br>Overall reduction in fire risk |

**1.3 Accidental Dwelling Fires**

The number of primary fires where a dwelling has been affected and the cause of fire has been recorded as 'Accidental' or 'Not known'.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarter one activity 214, previous year quarter one activity 235, a decrease of 9%.



|                               |              |                          |                              |                          |
|-------------------------------|--------------|--------------------------|------------------------------|--------------------------|
| 1.3 Accidental Dwelling Fires | Year to Date | <b>2018/19 Quarter 1</b> | <i>Previous year to Date</i> | <i>2017/18 Quarter 1</i> |
|                               | 214          | 214                      | 235                          | 235                      |

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

| Current Mean | 3 year Mean | Monthly Mean |         |         |
|--------------|-------------|--------------|---------|---------|
|              |             | 2017/18      | 2016/17 | 2015/16 |
| 71           | 75          | 78           | 70      | 78      |

### 1.3.1 ADF - Extent of Damage

ADF criteria as 1.3. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

\*The ADF activity count is limited to only those ADF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1<sup>st</sup> ignited in quarter one 29%, quarter one of previous year 23%. Percentage limited to room of origin in quarter one 56% quarter one previous year 59%, limited to floor of origin in quarter one 9%, quarter one previous year 11% and spread beyond floor 6%, previous year 7%.

|           | 2018/19       |                  |                |                 |                               | ↑/↓      | 2017/18          |                |                 |                               |
|-----------|---------------|------------------|----------------|-----------------|-------------------------------|----------|------------------|----------------|-----------------|-------------------------------|
|           | *ADF activity | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin | Progress | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin |
| Quarter 1 | 154           | 29%              | 56%            | 9%              | 6%                            | ↑        | 23%              | 59%            | 11%             | 7%                            |
| Quarter 2 |               |                  |                |                 |                               |          |                  |                |                 |                               |
| Quarter 3 |               |                  |                |                 |                               |          |                  |                |                 |                               |
| Quarter 4 |               |                  |                |                 |                               |          |                  |                |                 |                               |

### 1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

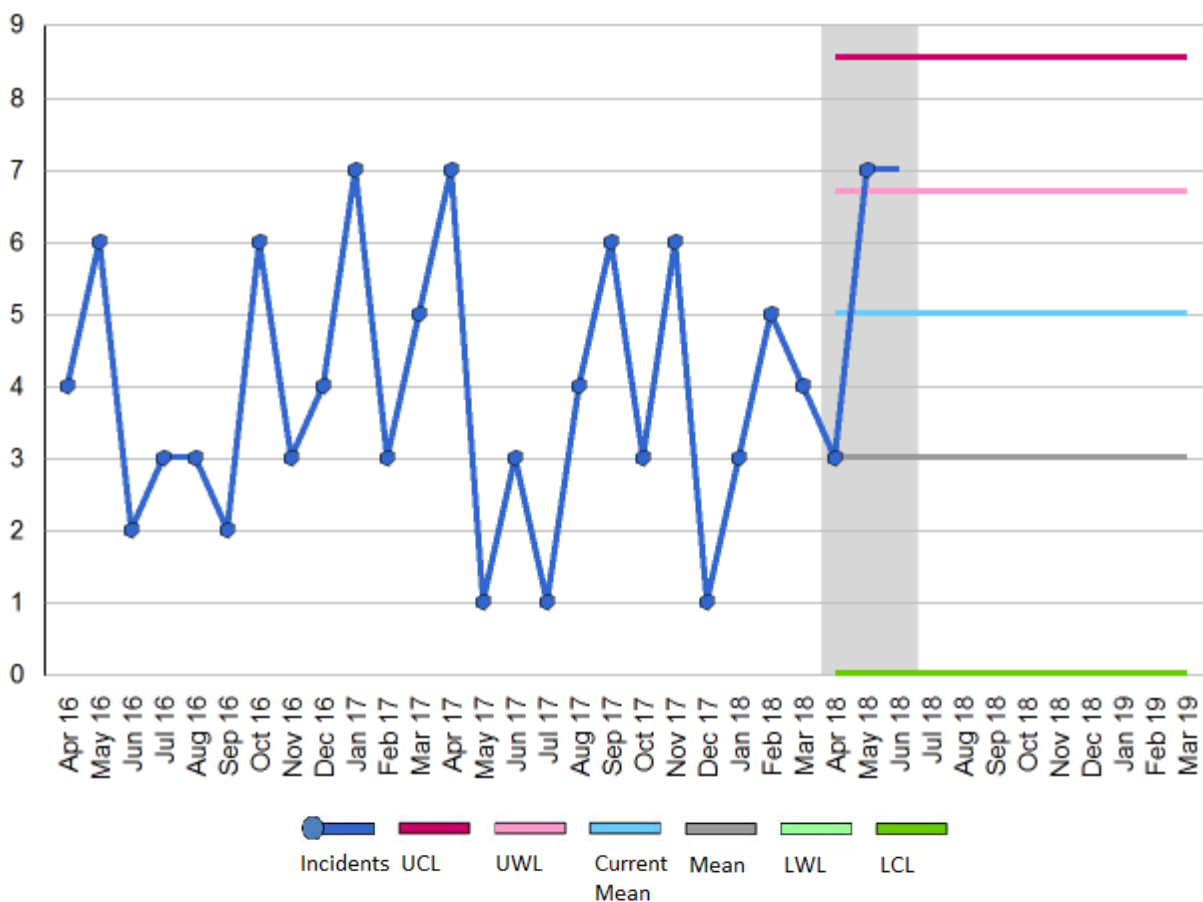
|           | 2018/19                  |                               | 2017/18                  |                               |
|-----------|--------------------------|-------------------------------|--------------------------|-------------------------------|
|           | ADF's with previous HFSC | % of ADF's with previous HFSC | ADF's with previous HFSC | % of ADF's with previous HFSC |
| Quarter 1 | 21                       | 10%                           | 15                       | 6%                            |
| Quarter 2 |                          |                               | 20                       | 10%                           |
| Quarter 3 |                          |                               | 15                       | 6%                            |
| Quarter 4 |                          |                               | 18                       | 8%                            |

Analysis: Of the 21 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 10 had 'Heat and smoke damage only', 4 resulted in damage 'Limited to item first ignited', 6 'limited to room of origin' and 1 to 'Limited to floor of origin'.

**1.4 Accidental Dwelling Fire Casualties**

ADF criteria as 1.3. The number of fire related fatalities, slight and serious injuries. A slight injury is defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury is defined as; at least an overnight stay in hospital as an in-patient.

Two fatalities occurred during quarter one. One casualty is recorded as serious and 14 slight. Quarter one of the previous year recorded 2 fatalities, 3 serious and 6 slight.



| Casualty Status                                  | Year to Date | 2018/19 Quarter 1 | Previous year to Date | 2017/18 Quarter 1 |
|--|--------------|-------------------|-----------------------|-------------------|
| Fatal  | 2            | 2                 | 2                     | 2                 |
| Victim went to hospital, injuries appear Serious | 1            | 1                 | 3                     | 3                 |
| Victim went to hospital, injuries appear Slight  | 14           | 14                | 6                     | 6                 |
| Total  | 17           | 17                | 11                    | 11                |

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

| Current Mean | 3 year Mean | Monthly Mean |         |         |
|--------------|-------------|--------------|---------|---------|
|              |             | 2017/18      | 2016/17 | 2015/16 |
| 5            | 3           | 3            | 4       | 4       |

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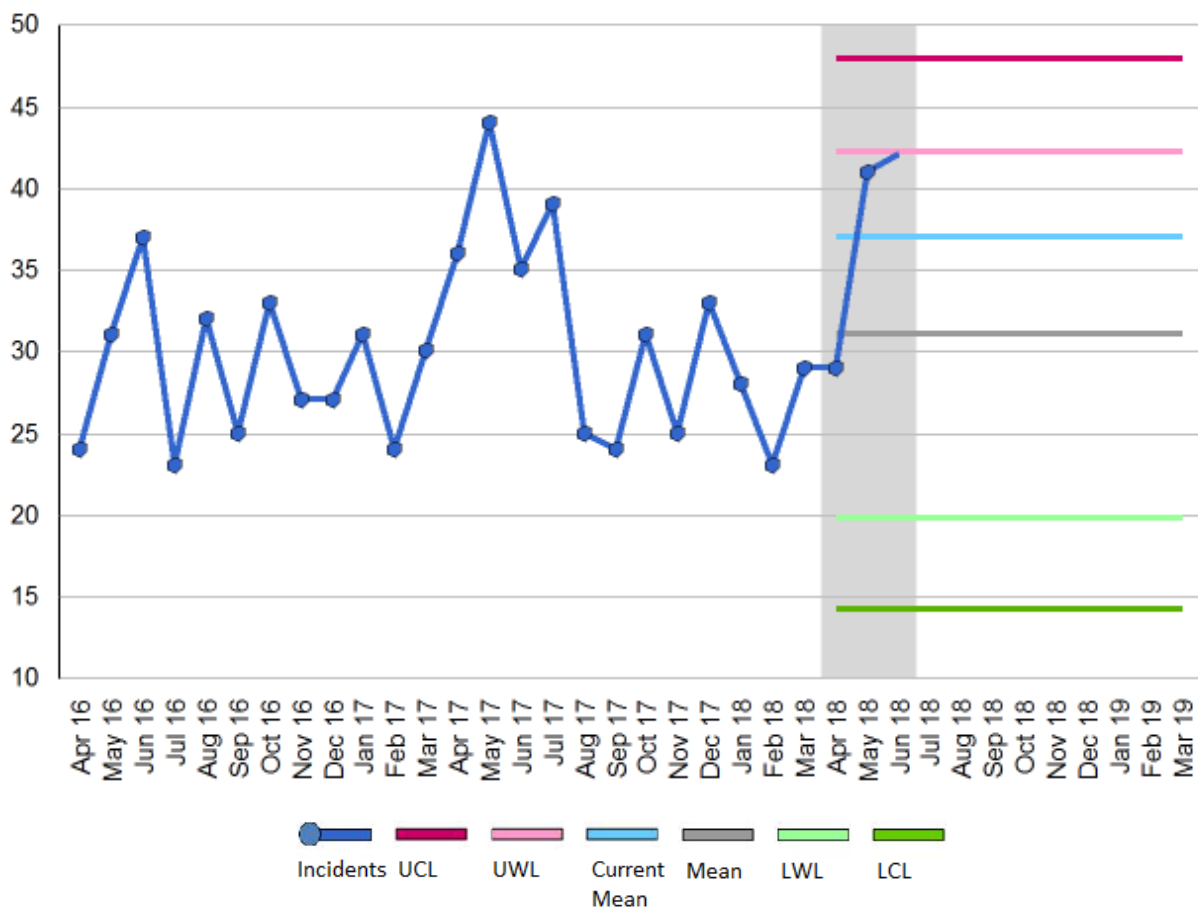
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### 1.5 Accidental Building Fires (Non Dwellings)

Primary fire criteria as 1.3. The number of primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Number of accidental building fires quarter one activity 112, previous year quarter one activity 115.



|                               |              |                          |                              |                          |
|-------------------------------|--------------|--------------------------|------------------------------|--------------------------|
| 1.5 Accidental Building Fires | Year to Date | <b>2018/19 Quarter 1</b> | <i>Previous year to Date</i> | <i>2017/18 Quarter 1</i> |
|                               | 112          | 112                      | 115                          | 115                      |

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

| Current Mean | 3 year Mean | Monthly Mean |         |         |
|--------------|-------------|--------------|---------|---------|
|              |             | 2017/18      | 2016/17 | 2015/16 |
| 37           | 30          | 31           | 28      | 30      |

**1.5.1 ABF (Non Dwellings) - Extent of Damage**

ABF criteria as 1.5. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

\*The ABF activity count is limited to only those ABF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental building fires limited to item 1<sup>st</sup> ignited in quarter one 8%, quarter one of previous year 18%. Percentage limited to room of origin in quarter one 37%, quarter one previous year 30%, limited to floor of origin in quarter one 17%, quarter one previous year 13% and spread beyond floor 39%, previous year 39%.

|           |               | 2018/19          |                |                 |                               | ↑/↓      | 2017/18          |                |                 |                               |
|-----------|---------------|------------------|----------------|-----------------|-------------------------------|----------|------------------|----------------|-----------------|-------------------------------|
|           | *ABF activity | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin | Progress | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin |
| Quarter 1 | 90            | 8%               | 37%            | 17%             | 39%                           | ↓        | 18%              | 30%            | 13%             | 39%                           |
| Quarter 2 |               |                  |                |                 |                               |          | 31%              | 34%            | 12%             | 23%                           |
| Quarter 3 |               |                  |                |                 |                               |          | 21%              | 42%            | 15%             | 22%                           |
| Quarter 4 |               |                  |                |                 |                               |          | 20%              | 41%            | 14%             | 26%                           |

## 1.7 Home Fire Safety Checks

*The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel or partner agencies where the risk score has been determined to be high.*

*An improvement is shown if:*

- 1) *the total number of HFSC's completed is greater than the comparable quarter of the previous year and,*
- 2) *the percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.*

**Count of HFSC's in quarter one 2737, percentage of high risk HFSC outcomes in quarter one 66%.  
 Count of HFSC's in quarter one of the previous year 3099, percentage high risk 68%.**

|           | 2018/19               |                                | ↑/↓             | 2017/18               |                                |
|-----------|-----------------------|--------------------------------|-----------------|-----------------------|--------------------------------|
|           | <i>HFSC completed</i> | <i>% of High HFSC outcomes</i> | <b>Progress</b> | <i>HFSC completed</i> | <i>% of High HFSC outcomes</i> |
| Quarter 1 | 2737                  | 66%                            | ↓               | 3099                  | 68%                            |
| Quarter 2 |                       |                                |                 | 3241                  | 72%                            |
| Quarter 3 |                       |                                |                 | 2629                  | 68%                            |
| Quarter 4 |                       |                                |                 | 2997                  | 71%                            |



## 1.8 Road Safety Education Evaluation

*The percentage of participants of the Wasted Lives and RoadSense education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.*

*An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.*

The 'Safe Drive Stay Alive' programme has seen by 1,675 students during quarter 1.

**There was a total of 5,002 participants during quarter 1, with a percentage of positive influence<sup>[1]</sup> on participant's behaviour for the current year to date of 85%.**

|           | 2018/19<br>(Cumulative) |  | ↑/↓      | 2017/18<br>(Cumulative) |  |
|-----------|-------------------------|--|----------|-------------------------|--|
|           | Total participants      | % positive influence on participants behaviour | Progress | Total participants      | % positive influence on participants behaviour |
| Quarter 1 | 5002                    | 85%  | ↔        | 1441                    | 85%  |
| Quarter 2 |                         |  |          | 2259                    | 85%  |
| Quarter 3 |                         |  |          | 3938                    | 85%  |
| Quarter 4 |                         |  |          | 10228                   | 85%  |

<sup>[1]</sup> From a sample

### 1.9.1 Fire Safety Enforcement - Known Risk

*The percentage of premises that have had a Fire Safety Audit (as recorded in the CFRMIS system to date), as a percentage of the number of all known premises (as recorded in the Address Base Premium Gazetteer) in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applies.*

**Total number of premises within system 33406, number of premises audited to date 18168 (54%).**

| Number of premises | Number of premises audited to date | % of all premises audited to date: 2018/19 | % of all premises audited Year end: 2017/18 |
|--------------------|------------------------------------|--|---|
| 33406              | 18168                              | 54%  | 55%   |

### 1.9.2 Fire Safety Enforcement - Risk Reduction

*The percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action is defined as one or more of the following; notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.*

*An improvement is shown if the 'Satisfactory Audits' percentage is greater than the comparable quarter of the previous year.*

**Satisfactory audits in quarter one 24%, previous year quarter one 26%**

**Requiring formal activity in quarter one 4%, previous year quarter one 8%**

**Requiring informal activity in quarter one 70%, previous year quarter one 64%**

|           | 2018/19             |                           |                             | ↑/↓<br>Progress | 2017/18             |                           |                             |
|-----------|---------------------|---------------------------|-----------------------------|-----------------|---------------------|---------------------------|-----------------------------|
|           | Satisfactory audits | Requiring formal activity | Requiring informal activity |                 | Satisfactory audits | Requiring formal activity | Requiring informal activity |
| Quarter 1 | 24%                 | 4%                        | 70%                         | ↓               | 26%                 | 8%                        | 64%                         |
| Quarter 2 |                     |                           |                             |                 | 26%                 | 10%                       | 65%                         |
| Quarter 3 |                     |                           |                             |                 | 26%                 | 5%                        | 67%                         |
| Quarter 4 |                     |                           |                             |                 | 18%                 | 5%                        | 74%                         |

**2.1.2 Lancashire Emergency Response Standards - Critical Fires - 2<sup>nd</sup> Fire Engine Attendance**

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the second fire engine attending a critical fire, and are as follows:

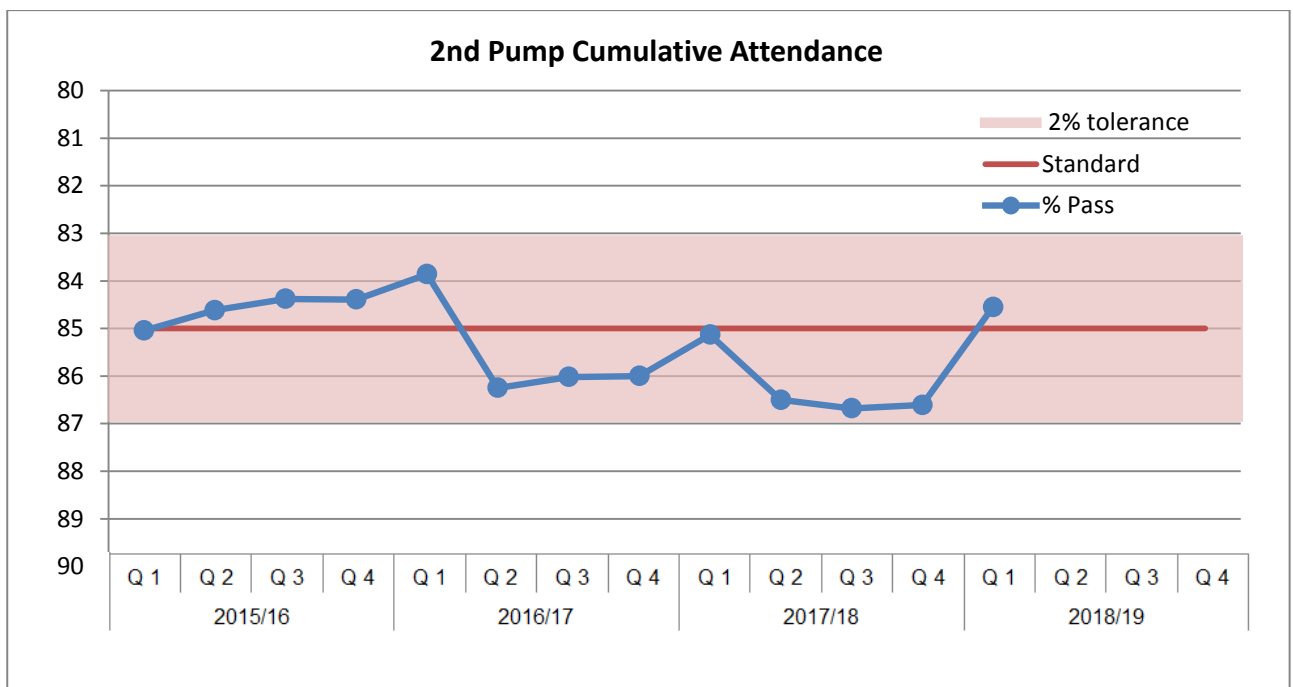
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

We have achieved our standard when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

**Standard: 85% of occasions.**

**Quarter one 2<sup>nd</sup> pump response 84.55%, previous year quarter one 85.13%.**

| 2 <sup>nd</sup> pump cumulative attendance standard | Year to Date  | 2018/19 Quarter 1 | Previous year to Date | 2017/18 Quarter 1 |
|---|---------------|-------------------|-----------------------|-------------------|
|   | <b>84.55%</b> | 84.55%            | 85.13%                | 85.13%            |



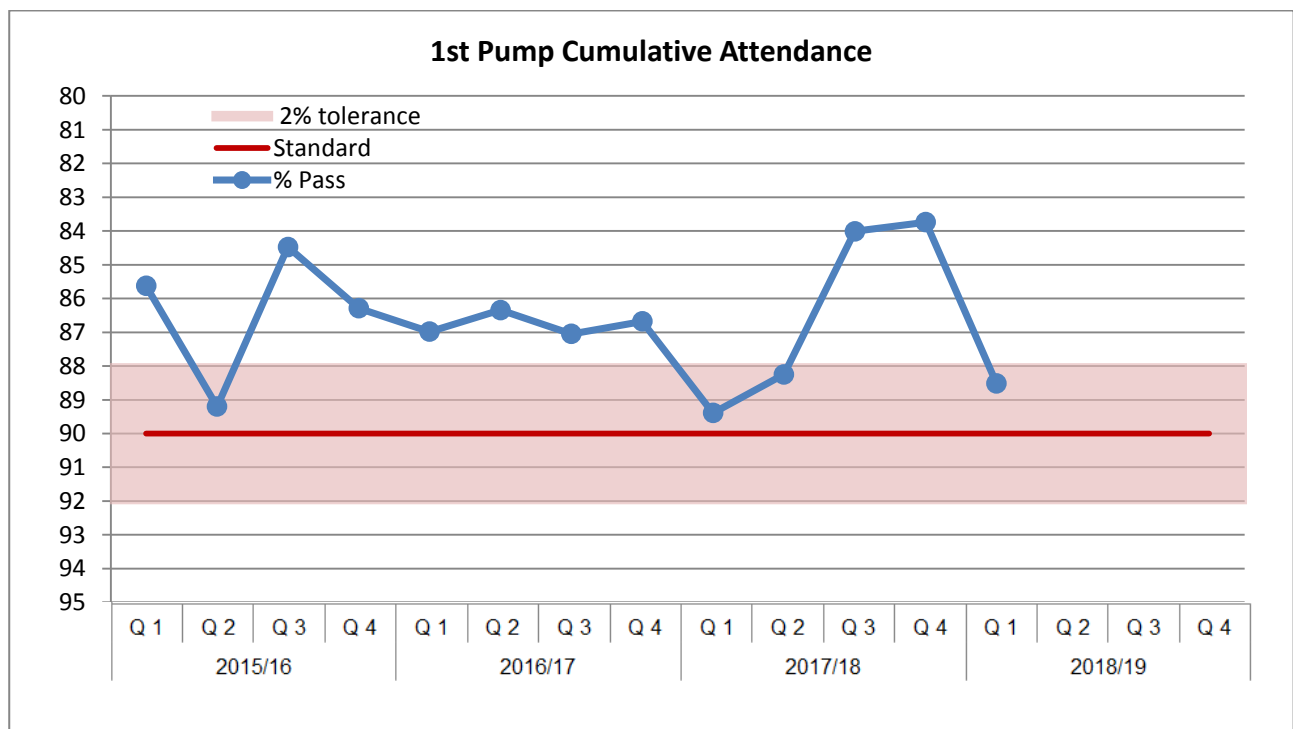
**2.2.1 Emergency Response Standard - Critical Special Service - 1<sup>st</sup> Fire Engine Attendance**

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and gaining entry incidents on behalf of the North West Ambulance Service. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes.

**Standard: 90% of occasions.**

**Quarter one response percentage pass rate 88.52%, previous year quarter one 89.39%**

| 1 <sup>st</sup> pump cumulative attendance standard | Year to Date  | 2018/19 Quarter 1 | Previous year to Date | 2017/18 Quarter 1 |
|---|---------------|-------------------|-----------------------|-------------------|
|   | <b>88.52%</b> | 88.52%            | 89.39%                | 89.39%            |



**2.3 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus**

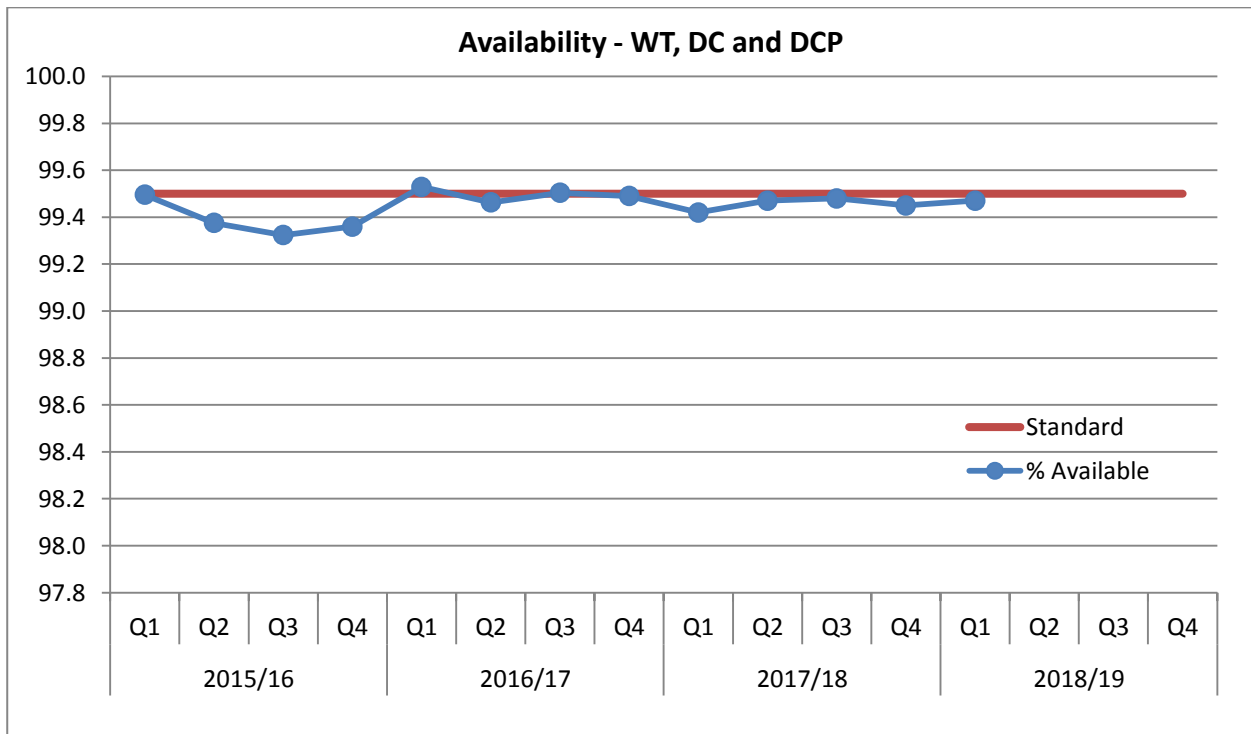
*This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.*

*Fire engines are designated as unavailable for the following reasons:*

- Mechanical
- Crew deficient
- Engineer working on station
- Appliance change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

**Standard: 99.5%**

**Quarter one availability 99.47%, previous year quarter one 99.42%.**

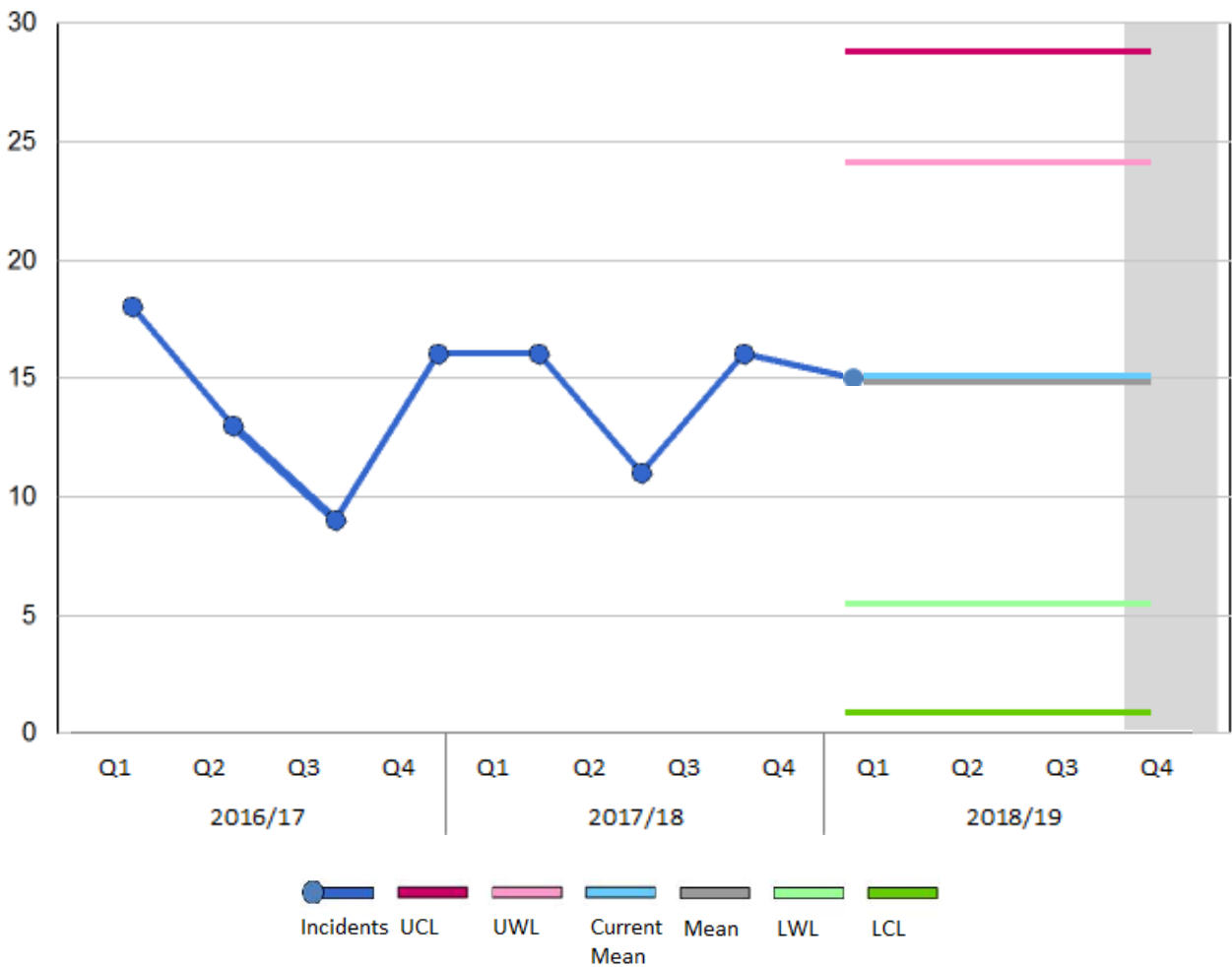


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**2.5 Staff Accidents**

An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

Number of staff accidents in quarter one 15. Previous year quarter one 16.



| Total number of staff accidents | Year to Date | 2018/19 Quarter 1 | Previous year to date | 2017/18 Quarter 1 |
|---------------------------------|--------------|-------------------|-----------------------|-------------------|
|                                 | 15           | 15                | 16                    | 16                |

The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current

| Current Mean | 3 year Mean | Quarterly Mean |         |         |
|--------------|-------------|----------------|---------|---------|
|              |             | 2017/18        | 2016/17 | 2015/16 |
| 15           | 15          | 15             | 15      | 15      |

### 3.1 Progress Against Savings Programme

*The total cumulative value of the savings delivered to date compared to the year's standard and the total.*

**Budget to end of May\* 2018 £10.1 million. The spend for the same period is £10.3 million.**

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

The annual budget for 2018/19 is £54.8 million, with a budget to 31 May of £10.1 million. The spend for the same period was £10.3 million. This gives an over spend for the period of £0.2 million.

\*Last reported position and agreed by Exec Board/Resources Committee.

Variance: 

|       |
|-------|
| 0.36% |
|-------|

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### 3.2 Overall User Satisfaction

*The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.*

*People surveyed include those who have experienced an accidental dwelling fire, a commercial fire or a special service incident that we attended.*

*The standard is achieved if the percentage of satisfied responses is greater than the standard.*

**36 people were surveyed in quarter one, 36 responded that they were very or fairly satisfied.**

| <b>Question</b>  | <b>Total</b> | <b>Number Satisfied</b> | <b>% Satisfied</b> | <b>% Standard</b> | <b>% Variance</b> |
|--|--------------|-------------------------|--------------------|-------------------|-------------------|
| Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service? | 1874         | 1858                    | 99.15%             | 97.50%            | 1.69%             |

There have been 1,874 people surveyed since April 2012.

In quarter one of 2018/19 - 36 people were surveyed. 36 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.



## 4.1 Overall Staff Engagement

Staff were surveyed during April/May 2018 on topics including internal communications, working for LFRS, organisational values, leadership and management, training and development and recognition. The survey also covered feelings of pride, advocacy, attachment, inspiration and motivation - factors that are understood to be important features shared by staff who are engaged with the organisation. These questions mirror those asked in the Civil Service People Survey.

An index score is derived from the answers given by staff about these questions to indicate the level of employee engagement in the organisation. For each respondent an engagement score is calculated as the average score across the five questions where strongly disagree is equivalent to 0, disagree is equivalent to 25, neither agree nor disagree is equivalent to 50, agree is equivalent to 75 and strongly agree is equivalent to 100. The engagement index is then calculated as the average engagement score in the organisation. This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 is equivalent to all respondents saying strongly disagree to all five engagement questions.

An improvement is shown if the percentage engagement index is greater than the previous survey.

2018 Staff Survey results:

**Responses – 489 (an increase of 3.5 times more than the last barometer in period 3 of 2016/17, which equates to a 247% increase).**

**Engagement index - 70.13% (an increase of 6% on the last staff barometer in period 3 of 2016/17).**

|                          | Period  |          | Change |
|--------------------------|---------|----------|--------|
|                          | 2018/19 | 2016/17* |        |
| <b>Number of replies</b> | 489     | 141      | 247%   |
| <b>Engagement index</b>  | 70.13%  | 64%      | 6.13%  |

\*Period 3, 2016/17

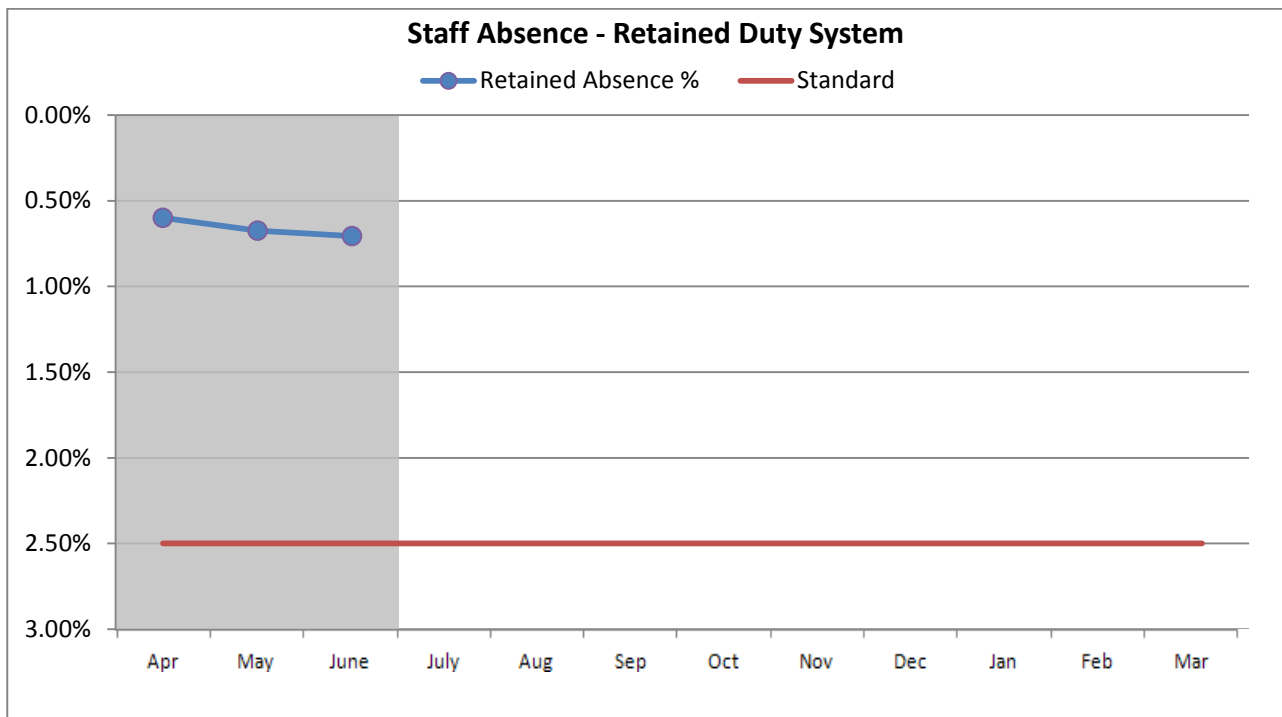
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**4.2.2 Staff Absence - Retained Duty System**

The percentage of contracted hours lost due to sickness for all RDS staff. An individual's sickness hours are only counted as absent where they overlap with their contracted hours.

**Cumulative retained absence, as a percentage of available hours of cover at end of quarter one, 0.71%**

**Annual Standard: No more than 2.5% lost as % of available hours of cover.**



|  |       |
|--|-------|
| Cumulative retained absence (as % of available hours of cover) | 0.71% |
|--|-------|